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LOCAL ACTION PLAN for the CITY of 's-HERTOGENBOSCH



's-Hertogenbosch

Local
Flavours
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Part I – General Information

Project: Local Flavours

Partner organisation(s) concerned: Municipality of 's-Hertogenbosch

Country: the Netherlands

NUTS2 region: North Brabant

Contact person: Huibert Crijns

e-mail address: h.crijns@s-hertogenbosch.nl

phone number: +31 651143884

Part II – Policy Context

The Action Plan aims to impact:

<input type="checkbox"/>	Investment for Growth and Jobs programme
<input type="checkbox"/>	European Territorial Cooperation programme
<input checked="" type="checkbox"/>	Other local development policy instrument

Name of the policy instrument(s) addressed: [City Marketing Plan 's-Hertogenbosch: *Who chooses will be chosen*](#)

Further details on the policy context and the way the Action Plan should contribute to improve the policy instrument:

The City Marketing Plan was approved in 2019 by the local council. It was the first policy instrument specifically targeting the city marketing. Being the first policy document, it set out the future perspectives and ambitions. It did not go into the details. This Action Plan will provide for more detailed strategies and actions, focussing on the mission of the Local Flavours project: Authentic tourism based on local cultural flavours.

Part III – The Project's Background

In the Status Quo Analysis the values of 's-Hertogenbosch have been elaborated. How do they relate to developments in the future? If we link the values to developments in the future, we can distinguish a number of promising perspectives in which - based on the values of meeting, applying and stimulating - we can innovate and excel. Developments that have the potential to become the true 'pearls of the Den Bosch crown'. And in which we want to be of national importance and distinctive.

This is translated in the following development perspectives and used to improve the local policy:

1. Pleasant and caring 's-Hertogenbosch
2. Leading data city
3. Cultural city of the South
4. Innovative city in nutrition and health

This choice does not mean that other topics or developments are less important. Challenges in sustainability, climate change and safety are crucial to our future as well. But that applies to all municipalities. And we do not have the ambition to distinguish ourselves nationally - in the near future - in these areas. Setting out a perspective, with commitment to our future development, also means that we have to choose.

1. Pleasant and caring 's-Hertogenbosch

Our position in 2035

We are a pleasant municipality to live in and we want to stay that way. The quality of life here is high. 's-Hertogenbosch is large enough to offer many educational, care and welfare facilities, employment opportunities, residential environments, opportunities for talent development, healthy living and relaxation, but compact enough to be manageable and convivial. With strong social networks ('we know each other and care for each other') and a rich club life. The human scale of this 'small big city' and its surrounding villages makes many residents feel at home. Combine this with an exceptional historical city centre, lively districts and villages, and the beautiful green and blue landscapes in the vicinity and the picture ('urban offerings in a rural setting') is complete. It is also these qualities of the city and villages that we find in (surveys) among residents and that we have heard many times in the first phase of the project 's-Hertogenbosch Central. There, too, these characteristics are linked to a high quality of life.

's-Hertogenbosch is also a warm and caring municipality. From the past, for example, linked to the bishop's seat, the presence of various almshouses and guest houses. To this day, 'caring for one another' is an important pillar in our social fabric. And the associated infrastructure is complete, high quality and aimed at a large regional catchment area. Just think of the Jeroen Bosch Hospital, which has twice been named the best hospital in the Netherlands, as well as the various educational institutions in the municipality. And the nationally leading municipal work-development company, the strong partnership for basic social support (Farent, MEE, GGD and Humanitas) and the many care institutions for young people, the elderly and residents with a mental vulnerability or disability.

We want to be an inclusive municipality with equal opportunities for everyone. We want to be an inclusive municipality with equal opportunities for everyone, where everyone can participate, work to the best of their ability, can develop their own talents and can live comfortably in their own home for as long as possible. We challenge residents and social entrepreneurs to develop new concepts in care and welfare within the municipal framework (such as the Zorgoppas). On the labour market, people with a large distance to the labour market are activated through self-development, by learning from others and (re)taking control of their own lives (for example in the Participation House).

Challenges towards 2035

In 2035, it will no longer be news if research shows that residents of 's-Hertogenbosch are (again) most satisfied with their own place of residence. It is still the cosiness, the social networks, the human scale, the green surroundings and the complete range of facilities, work, sports, and recreation that make us stand out. Even in European terms, 's-Hertogenbosch stands out in overviews of medium-sized municipalities that are 'most liveable'. But much has changed. The municipality has grown considerably, mainly through densification, primarily within the ring road. To save green areas, to maintain sufficient support for facilities, to continue to profit from our function as a hub in the country, to be able to bind companies and talent to us. Towns and villages change and move with the times. But always with an eye on the human scale and reinforcing the cultural-historical setting. We are very aware that we have gold in our hands and that it takes hard work to keep on cashing in on it. Perhaps that is why we are not growing as fast as the cities around us. But in 's-Hertogenbosch, the rule remains: we do it well, or not at all.

We know how to use everyone's talent even better. This will also be necessary in the future, because the labour potential will shrink due to the ageing population. With a focused effort on talent development and our labour market approach, we know how to respond to the demand for new skills. And by successfully focusing on self- and co-reliance and prevention, we have succeeded in making the healthcare system (financially) sustainable. The key to success is ensuring that crucial facilities are easily accessible from every district and village. In a broad sense: digital, mobility, social. Work and care companies from other G40 municipalities come to 's-Hertogenbosch to learn from our approach. And of course, we are still there for vulnerable residents who slip through the social safety net.

But the most important reason for living in 's-Hertogenbosch is and remains its people. Caring, warm, involved. In 2035 we still want our municipality to be characterised by large numbers of volunteer carers, inhabitants who actively ensure (social) safety in their own neighbourhood, street and neighbourhood committees that ensure mutual solidarity and volunteers. Volunteers in neighbourhood squares, sports and other clubs, schools, living rooms, playgrounds, and numerous meeting activities. This is where our social capital lies. And we do everything we can to keep it that way and that they feel supported and valued by the municipality and

professional organisations. Together, we contribute to the meeting and social connectedness in our municipality, which we hold in high esteem. And it is thus an important means of promoting equality of opportunity. In 2035, 's-Hertogenbosch must still be the most hospitable and warm municipality of the Netherlands, where everyone can be himself or herself and develop.

Ideas for improvement

- Upgrading the station and the station surroundings to an inspiring mobility hub, fitting in with a national meeting place and as a key investment in the further development of the Spoorzone. The Spoorzone will create a highly urban mix of living, working, relaxing, moving and studying. This will bind young people, students and starting entrepreneurs to the area. After the Paleiskwartier, 's-Hertogenbosch is back on the map with an urban transformation close to and visible from the station.

- We continue to distinguish ourselves nationally with our work development company that actively works to transform the labour market. We will continue to distinguish ourselves nationally with our work development company that is actively committed to transforming the labour market, with an appropriate commitment to talent development and making and keeping people fit for work, including those with a large distance to the labour market.

- Broadening the possibilities for innovatively increasing people's self-reliance and ability to work together. This includes new combinations of housing and care for vulnerable residents, safety in neighbourhoods and villages, and support for volunteers and informal carers.

- Create a '15-minute neighbourhood' in Den Bosch: neighbourhoods and villages from which important facilities are quickly and easily accessible. Working in the long term on a route towards a future-proof social fabric and making it possible for people to meet each other in clubs, schools, neighbourhoods, etc.

2. Leading data city

Our position in 2035

Data and digitisation developments will be unstoppable in the coming years. That is no choice. Innovations in this area follow each other in rapid succession. 's-Hertogenbosch has some assets to distinguish itself as a data city. With our large ICT cluster, especially in the Spoorzone and the Herven, 's-Hertogenbosch has a good position in the Netherlands in the field of data. We are also on the map in terms of education in data science. JADS and the various colleges also have a good relationship with the business community. There are many start-ups, for example in Mariënborg and the railway zone, that are active in the digital economy. In the 'driven by data' platform, entrepreneurs, BIM, JADS municipality and the Ministry of Economic Affairs work together to help SMEs become data-wise and grow through the smart use of data. We have an attractive business climate with good connections and network facilities. This makes it pleasant to live, study and work for students and other data talent.

Various digital and data applications are already finding their way from 's-Hertogenbosch to a wider audience and range. Think for example of Schwung; an app to pass a traffic light quickly by bike using data. Or 'Time Machine', which makes it possible to travel back in time to the Market of yesteryear. Or a series of pressure gauges in the city centre to anonymously chart the flow of visitors. The municipal organisation itself also participates with an ambition to work in a data-driven and innovative way. For example, in the IoT City Lab where various Internet of Things applications are being developed, the LabXL to help people distant from the labour market with augmented reality solutions or the use of data to combat the oak processionary caterpillar.

Challenges towards 2035

Every city will be a data (driven) city in 2035. But 's-Hertogenbosch is internationally recognised as a leading pioneer. What we excel in - entrepreneurs, knowledge institutes and municipality together - is bringing 'data' close to people. With smart, practical, responsible applications for social issues. With data, we contribute to the happiness and resilience of residents (quality of life). The annual Den Bosch Data Week is the international event where national and international visitors come to experience the latest data applications. Meeting and surprise are central. 's-Hertogenbosch also has a recognised position in the debate on responsible data use.

We successfully link public values to new technological developments and the use and application of data. At the basis of this success is the talent that can flourish in our municipality and that is given space to work on

meaningful data applications. The JADS as data science university, various award-winning colleges and large ICT cluster form the backbone; the innovative Grasso/Grenco site has become the nerve centre for data applications.

For young students and entrepreneurs, it is the place in the Netherlands to learn, work and discover. The scale of 's-Hertogenbosch lends itself perfectly to encounters and exchanges, which generate new ideas and applications. With even stronger connections and cooperation with Tilburg and Eindhoven, an ecosystem has been created that is known as the European Silicon Valley. The municipal organisation cannot stay behind and has fully embraced data as fuel for innovation and digital transformation in the social, economic, and physical domain.

Ideas for improvement

- Strengthening the Den Bosch ecosystem by realising an innovation district with business, education and space for labs and experiments. A strong network organisation will connect these parties.
- Strengthening the educational institutes in this ecosystem by increasing the number of students, research areas and close cooperation with the business community. And expanding our knowledge cluster with leading Datalabs and/or a CBS Urban Data Center.
- Fully integrate 'data and digital literacy' into education and our labour market approach.
- Investing in a digital infrastructure that is among the best in the country. With corresponding leading facilities for safe and reliable application, exchange, and collection of data.
- As a municipal organisation, to be a leader in the smart and efficient use of data for social tasks and service provision, and in the safeguarding of public values such as privacy and transparency regarding the use of data.

3. Cultural city of the South

Our position in 2035

Cultural city of the South: that title is not stolen. Our museums, festivals and the Burgundian cultural-historical city centre are major crowd-pullers. The strength of our cultural city lies not least in the enthusiasm of the people who (further) shape it. The professionals and the volunteers.

The national appreciation (and subsidies), recognition and awards that our institutions, companies, and events receive is above average for a medium-sized municipality. Part of the success is that we are able to bind strong people to our municipality or give them opportunities. It leads to large and smaller organisations that are qualitatively strong in organisational power and vision. We see that, anchored in the essence of 's-Hertogenbosch, there is a successful interaction between ambition, entrepreneurship and networks, which results in an extremely powerful and successful position. And more concretely: contributes to the attractiveness for an average of 15 million visitors a year - half from the region and the other half from further afield - who visit the cultural-historical setting of 's-Hertogenbosch.

We are in the national top of culture and at the same time the connection with the local and regional public is strong. Culture facilitates the encounter and talent development of our own residents. Unparalleled phenomena such as the volunteer-driven boat trips, the high level of the music associations, the urban scene around Dukebox and, of course, Carnival, are examples of the deep and broad-rooted involvement of residents in the municipality's culture.

And even beyond what we call 'culture', the desire to take on things together is of great importance. Whether it is the Vinkel Windmill Foundation or Atelierroute Engelen. Culture brings people together. And the whole picture contributes to the attractiveness of our municipality to live and work, to the local economy, to social quality, relaxation, and talent development. These are all reasons to continue our efforts to create a rich, attractive, and innovative cultural climate that both young and old can identify with.

Challenges towards 2035

In 2035, 's-Hertogenbosch will belong to the top 5 European cities when it comes to performing arts festivals

and the combination of culture and the attraction of the historical scenery. Nationally, we still play unchallenged in the premier league and 's-Hertogenbosch distinguishes itself from the rest of Europe.

's-Hertogenbosch distinguishes itself with 'warmth' and continuous quality. Visitors from all over the country, and beyond, are increasingly coming to the municipality. More than before, consciously, because of the programming of festivals and museums.

We are slowly moving with the younger generations, including attention to cultural fringes such as urban. We do this consciously from our existing strength. That strength is so intrinsic that it gives us an unbeatable competitive edge.

The great ambitions have a counterpart in the broad participation in culture in the municipality, as visitors but certainly also as volunteers and initiators. Culture plays an important part in people meeting each other.

Carnival is and will remain in the future the occasion when residents from every district, village, background, and age meet each other. But also other events, the rich association culture, the theatre, the library and the cultural-historical heritage remain a broad and strong basis for our city of encounter.

The most famous son of 's-Hertogenbosch, Hieronymus Bosch, remains a source of inspiration when it comes to the museums, performing arts and music. We are also working on his permanent presence in the city.

The high ambition and the broad involvement give the city an irresistible attraction for visitors and for potential residents (and employees). 's-Hertogenbosch is a city of culture right down to its very foundations and seeks the very best. We are not a destination for mass tourism, but we are a year-round, high-profile attraction.

Ideas for improvement

- Further strengthening of the international level of the important cultural festivals in the field of theatre and music.
- Continuing to expand and strengthen the position of the two museums in the national top.
- Stronger highlighting and profiling of the historical scenery with a peak in 2029 as guideline.
- Expanding the permanent visibility of Hieronymus Bosch, for example by the arrival of the House of Bosch and the Hieronymus Bosch Quarter.
- Continuing to strengthen the involvement of inhabitants in culture, as participants, as part of social encounters and as volunteers.
- We involve children from an early age in the full range of culture, to preserve the strength of 's-Hertogenbosch for the future.
- Gradual rejuvenation of the public, producers and management of the cultural sector.

4. Innovative city in nutrition and health

Our position in 2035

Our municipality has a good starting position around food and health. We are the centre of a food-producing region that has a strong national position in the whole chain of food production, processing and distribution. In 's-Hertogenbosch, we are particularly strong in the field of education and research (e.g. HAS, Avans, Helicon), innovative start-ups (e.g. in the Jamfabriek and De Gruyter), a solid SME sector and, of course, the Burgundian character of the municipality. 's-Hertogenbosch is also an important location for IT and data companies in the food sector. In the field of health we have a regional function as well, with for example the Jeroen Bosch Hospital as the largest employer in the municipality. Or how about Reinier van Arkel, which already in 1442 provided care to 'poor sinnelose mensen' in 's-Hertogenbosch and its surroundings.

In recent years, there has been growing attention to our food cycle and (positive) health. And the interaction between the two. The role and importance of food for our health - and the way it is or is not produced sustainably - is increasingly on the radar and is expected to continue towards 2035. As a municipality, we are also actively promoting a healthy lifestyle, including sport and exercise, but also a healthy design of the physical environment.

There are opportunities at the intersection with data. With smart (data-driven) applications, we can offer solutions for social challenges related to our health, such as the ageing population and the expected increase in age-related

diseases. Think, for example, of applications that make remote care possible. But also think about reducing (food) waste and the formation of more local and sustainable food cycles, for which practical apps are already being developed by entrepreneurs from the Jam Factory.

Challenges towards 2035

In 2035, 's-Hertogenbosch will excel in innovative applications and activities related to food. An ecosystem will have been created in which talent development, entrepreneurship and room for experimentation are given free rein. With our focus on applications and entrepreneurship, we are connected and complementary to knowledge centres and regions around us. Especially Wageningen as expertise centre in (fundamental) knowledge development in the field of food. And Eindhoven on the A2 knowledge axis in the field of high

tech and AI. Our focus and added value lie in the smart use of data and digital applications.

We also know how to make good use of the region's strength in the field of food. Both in the cooperation with especially Oss, Meijerijstad, Uden, and in the joint exploitation of opportunities at provincial, national and European level. From a region that was known as one of the most livestock-dense regions in Europe, we have become a leader in innovations in sustainability and circular agriculture.

Meanwhile, 's-Hertogenbosch has also become known as a breeding ground for innovative solutions in the field of health. This is not so much about 'not being ill' and 'not needing care', but about solutions that contribute to feeling good about yourself, taking control of your own life, and making your own living environment more pleasant. It leads to people having more healthy and happy years. As a municipality we are actively working to design the physical environment in such a way that it invites people to make healthy choices. In this area, too, data and digital tools help to arrive at concrete applications and solutions. By investing in the long term in stimulating healthy choices and sport and exercise, we prevent a lot of demand for care and maintain the local (financial) support base for care and support.

Ideas for improvement

- Intensify and expand cooperation with other knowledge regions around food through joint knowledge and innovation programmes and facilities for research, learning and experimentation.
- Actively stimulate and encourage talent development and (new) entrepreneurship by, for example, preparing for new incubators for start-ups (when the Jamfabriek, Gruyterfabriek, Grasso/Grenco are full). We are also working to create space for scale-ups in the current incubators, which will be firmly anchored to the knowledge infrastructure and economic activity in the municipality and region.
- Boost and facilitate initiatives aimed at sustainable local/regional circular agriculture, both in 's-Hertogenbosch (urban farming) and in the region (short chains from farm to fork).
- Expansion of experimentation space for nationally distinctive innovative, social, practical (data) applications that promote health. To this end, we are seeking even more active cooperation with social partners such as the JBZ, the Municipal Health Service (GGD), other care providers and insurers.
- Boost and support initiatives from the bottom up, from neighbourhoods and villages. Focused on encounters, with a view to combating loneliness and promoting shared responsibility, among other things. But also aimed at promoting sports and exercise (together). And initiatives aimed at remote consultations with care providers.
- Integrating health even more prominently in considerations about the design of our physical living environment. We choose a (re)development location as an example project to learn and show how the design of a neighbourhood can invite healthy choices.

Selection of Actions for Phase 2

The Municipality of 's-Hertogenbosch has a large ambition to improve the inner-city marketing and management. This is translated in the above mentioned 4 development perspectives.

The Action Plan aims to improve the policy instrument through the implementation of new projects and improved governance and will explore urban tourism diversification opportunities as part of the Local Flavours project as outlined below.

- Enhancing Existing Assets: Valorising the potential that already exists in the urban area through branding, bundling, marketing, education, and identification of areas of opportunity.
- New Projects: Identify new innovative authentic tourism projects based on cultural and industrial heritage, and activity tourism as potential strengths. Recommendations in the Action Plan based on Local Flavours learning and the information provided in the status quo analysis will enable a structured approach to project selection for future funding calls.
- Improved Governance & Networks: stronger flexible networks will enable city marketing innovation and collaboration with new stakeholder participation and representation on relevant tourism structures.

The members of the Local Stakeholder Group have discussed the possible projects, strategy changes, management changes and structural changes. Given the short timeframe of Phase 2 and the available budget, 3 Actions each linked to one of the development perspectives have been selected. These are inspired by Good Practices.

The relation between the development perspectives, the proposed Actions, the Good Practices that were used as inspiration and the expected policy improvements are presented in the following matrices:

Development perspective	Action	Good Practice used
1. Pleasant and caring 's-Hertogenbosch	Action 3. Den Bosch summer and winter festival	Den Bosch Summer Festival (NL)
2. Leading data city	Action 1. Profiling the local flavours of the Spoorzone	Factory Grisu and Caserma Piave (by Vittorio Veneto, IT)
3. Cultural city of the South	Action 2. Sharing the local flavours of 's-Hertogenbosch through Storytelling	Place-making and story-telling (University Bologna, IT)
4. Innovative city in nutrition and health	- (not directly linked to the Local Flavours project)	-

Action	Topics to be included in the improved policy document	Type
1. Spoorzone	Including new parts of the city as target zone for tourism (alleviating the historic city centre); embrace 3D and 4D techniques in city promotion and tourism products	Project
2. Storytelling	Focus on sharing the local flavours through Storytelling, profiling 's-Hertogenbosch with a more personal approach (not just bricks and water)	Project and strategy
3. Festivals	Shared responsibilities for cultural events with inhabitants and sme's; focus on cultural offer for own inhabitants; adding cultural events in the "slow" tourist season	Project and structural management change

The topics will be integrated in the local city marketing policy document, including the allocation of structural funds.

Organisation and stakeholders, a structural change adopted by the council.

In June 2021 the council of the Municipality of 's-Hertogenbosch has agreed to restructure the city marketing. The inner-city management (further development of the current centre management) and the promotion of 's-Hertogenbosch go together under one denominator: 'Den Bosch Partners | City Marketing and Inner-City Management'. The aim is to put 's-Hertogenbosch even better on the map, by making the city socially, economically and culturally stronger. And to continue to ensure a fine city where people like to come, stay, work and live.

The Den Bosch Partners foundation is an initiative of several different organisations, originating from the current city centre management and city marketing. The partners who will set up and finance the foundation are Hartje 's-Hertogenbosch (inner city entrepreneurs), Koninklijke Horeca Nederland branch 's-Hertogenbosch (hotels and restaurants), the Association of Owners of Centrum 's-Hertogenbosch and the Directors Platform Cultural Institutions 's-Hertogenbosch (DOCIS).

By working together in this organisation, the aim is to increase the number of visitors, spending and overnight stays. We also want more companies to settle here, and students to study, live and stay here. And hence that there will be sufficient support for the facilities in the city centre. Up till now, this task was primarily the responsibility of the municipality.

With this proposal, the municipal executive committee fulfils the wishes of the partners in the municipality and the municipal council to take more responsibility for the city. The municipality will step aside, then we will step forward together. We all have an interest in the historical inner city, but also in the beautiful places outside it.

The partners agree on what and how they want to organise and finance it. The parties involved, together with the municipality, are taking responsibility for the development, dynamics, and marketing of the (inner) city.

This management change can be regarded as one of the Local Flavours project results, a structural change realised within Phase 1.

Summary Matrix of the Actions

#	Name of the Action	Timeframe		Coordinator	Stakeholders	Cost
		Start date	End date			
1	Profiling the local flavours of the Spoorzone	01-02-2022	31-01-2023	Municipality *	Inner city entrepreneurs, Residents' association, IoT Datalab, Jeroen Bosch Academy of Data science	€250.000
2	Sharing the local flavours of 's-Hertogenbosch through Storytelling	01-02-2022	31-01-2023	Municipality *	Public library 'Huis073', Jheronimus Bosch Art Centre, Guild house 'Zwanenbroedershuis', Museum 'Bouwloods' of the Saint Johns' Cathedral	€350.000
3	Den Bosch summer and winter festival	01-02-2022	31-01-2023	Municipality *	Den Bosch Partners, Retailers of the inner city, Cultural and heritage organizations, Real estate owners	€300.000

* For practical reasons the Municipality of 's-Hertogenbosch will be the main coordinator for all 3 Actions, but for each action different Stakeholders will be engaged.

Part IV – Details of the Actions Envisaged

ACTION 1: Profiling the local flavours of the Spoorzone

1. Relevance to the project

The participatory approach of the development of the Spoorzone is one of the Good Practices that the Municipality of 's-Hertogenbosch presented. The reactions of the project partners were really positive and they gave us inspiration to continue this approach. Some remarks from the project partners that we used in this Action:

- Share all layers of history in this part of the town, that way a larger audience can be attracted, and it will be easier to integrate future developments.
- Good idea to share your industrial heritage. 's-Hertogenbosch is so much more than a fortified town.

Two Good Practice presented by the Italian project partner offer relevant experience that we will use.

Factory Grisù - from a former firefighters' buildings to a creative enterprises hub

- Public-private partnership: this urban regeneration project is also a good case in terms of public-private partnership. In fact, the area has been transformed, not only into a creative hub, but also partially into a multi-floor car parking (by aggregating multi-funding approaches in a single regeneration plan which included both the Firefighter building and the surrounding area);
- Urban code and standards (Master planning revision) at the service of Urban regeneration projects): this process also included the application (and declination on the specific site) of the "Regulation on Common Goods" (<https://www.labsus.org/i-regolamenti-per-lamministrazione-condivisa-dei-beni-comuni/>);
- Co-management of the area since the rehabilitation phase: the focus on creative and cultural enterprises enabled an autonomous management of the site, including small interventions;
- Consortium establishment as a trigger for the regeneration and active use of the area;

Triggers for us: regeneration, active use, creative enterprises hub, urban code.

The successful regeneration of the "Caserma Piave" in Belluno

The regeneration of the Caserma Piave represents a process very useful for other cities willing to recovering former military sites. The crucial issues to be considered relevant for a potential transfer are: 1) the model of private-partnership agreement set up, implemented and actually running in the site; 2) the steps the project performed from 2013 to 2019, with a progressive evolution from an "embrionic" co-management to an "mature" one, actually in place; 3) the fact that fundings (from ANCI and from the Italian Ministry) arrived because of the presence of "concrete, participated and solid" existing plans; 4) the participatory process itself, which enabled a "natural selection" of visions, aims and, finally, actors, leading to a "coalition of will" very useful for the success of the project.

Triggers for us: military site, "coalition of will", regeneration.

2. Nature of the action

Upgrading the station and the station surroundings to an inspiring mobility hub, fitting in with a national meeting place and as a key investment in the further development of the Spoorzone. The Spoorzone will create a highly urban mix of living, working, relaxing, moving and studying. This will bind young people, students and starting entrepreneurs to the area. Besides the ambitions for the Spoorzone itself, the Municipality is looking for ways to spread the visitors more evenly over the inner city. Can we entice this target group 'over the railways' in order to relieve the city centre?

In order to better respond to the needs of visitors we will provide them with thematic and layered information (versus physical city guides who present one story from one perspective) by creating AR walking routes (Augmented Reality). In the Spoorzone area, stories of former factory employees are recorded and used for

storytelling and exhibitions in public space. We are using Augmented Reality technology for this. Depending on the crowds, visitors to the city will be encouraged to walk this route.

- Development of walking route apps for the Inner City
- Development of a portal, with a link to current flows of visitors or image of how busy the city is
- Development of a script, digital disclosure of locations

Topics to be included in the improved policy document

Including new parts of the city as target zone for tourism (alleviating the historic city centre); embrace 3D and 4D techniques in city promotion and tourism products.

Type of action

Project

3. Players / stakeholders involved

The municipality works closely together with the entrepreneurs' association Hartje Den Bosch (inner city entrepreneurs), the residents' association Liveable Inner City, with promotion partners and various idealistic or interest groups. Furthermore, the IoT Datalab and the Jeroen Bosch Academy of Data science will provide for the link with the Leading Data City.

4. Timeframe

The preparation of the actions is envisaged from February to August 2022 (i.e. development, concept building, framework). The roll out of the actions from September 2022 to the end of January 2023. Finetuning might take some more time as we think the AR walking routes will be used especially during summer 2023.

5. Costs

The costs of executing the action (preparation and realization) are estimated €250.000

6. Indicative funding sources

The action will be funded by both private and public funding. Co-funding is secured and provided by the budget for the municipality economic action plan (budget is already allocated for 2020-2023).

ACTION 2: Sharing the local flavours of 's-Hertogenbosch through Storytelling

1. Relevance to the project

The University of Bologna (the advisory partner of the Local Flavours project) guided the partners how Local Flavours can be used. Place-making and story-telling (or place-telling) are instruments to enhance the local social ties, the sense of belonging to the places, the local identity, the awareness and the knowledge of the local histories and traditions. When a story catches our attention and engages us, we are more likely to absorb the message and meaning within it than if the same message was presented simply in facts and figures.

2. Nature of the action

Stronger highlighting and profiling of the historical scenery is one of the ambitions of the Municipality of 's-Hertogenbosch. There are several projects envisaged regarding the city's cultural history. For example, the Hinthamerstraat / Bethaniestraat area as part of the Hieronymus Bosch Quarter, an inner-city roaming area with a varied function mix. The area contains various sites that are related to the most famous inhabitant of the city of 's-Hertogenbosch: Hieronymus Bosch. There is a lot of residential life in this part of the city, the area is characterised by relative quietness. The challenge is to ensure that tourist development does not take place at the expense of quality of life.

The refurbishment of the exposition within the Heritage Department premises (Groot Tuighuis) is the action selected for the Local Flavours Action Plan.

Storytelling

The Groot Tuighuis is the place where you will be able to experience the present and the past to the full. The history of 's-Hertogenbosch and its surroundings comes to life here, from prehistory to very recent times, for young and old. Based on unique finds and stories from the collections of 's-Hertogenbosch Heritage, we take you on a journey through time. You will literally meet historical research and get a glimpse of archaeology, building history and the archive.

Timeline and time periods

We divide history into six time periods in which the story of 's-Hertogenbosch takes a different turn each time. Each scene tells a part of the history of 's-Hertogenbosch in a stimulating way. The different time periods are connected by a visible timeline. We combine this timeline with the ten time periods used in Dutch education. Moreover, the history of Den Bosch is embedded in the walls of the Groot Tuighuis. The building itself therefore also features in the presentation.

Characters

In the Groot Tuighuis, you come face to face with historical figures. Six "inhabitants of Den Bosch" tell you about the area and the city they lived in. Their story takes place within a development or event that is typically Bosch. The six characters give rise to all kinds of leads, such as a thematic audio tour of the city, an educational programme, or special events.

Themes from Den Bosch's history

We approach history from different angles. One aim is therefore to have these themes recur in the time periods. One theme is leading in each period.

- Landscape: relationship with water, wet and marshy, embankments, delta
- Religion: Cleyn Rome, religious war, position of Catholics, Diocese
- Daily life: living, eating and drinking
- Fortress town: expansion, decline, preservation
- Economy: industry, crafts, factories
- Politics: position within the region, country, and world

Research

In each period, we link a research method of the Heritage Department of 's-Hertogenbosch. In this way we take

the visitor into the daily practice, a look behind the scenes. We let the visitor search, look, and feel for themselves as much as possible. This section shows how our research underlies the stories we tell.

With this Action the Storytelling part for the exhibition will be executed. Later, in addition to the semi-permanent exhibition, we envisage creating a place especially for temporary exhibitions. This way, we can quickly connect to current themes and new discoveries. It is also the perfect way to stimulate return visits, especially for the inhabitants of Den Bosch.

Topics to be included in the improved policy document

Focus on sharing the local flavours through Storytelling, profiling 's-Hertogenbosch with a more personal approach (not just bricks and water).

Type of action

Project and strategy

3. Players / stakeholders involved

The partners to create the Jeroen Bosch area are the public library 'Huis073', the Jheronimus Bosch Art Centre with an exhibition of all the paintings of Bosch in replica, the Guild house 'Zwanenbroedershuis' where Bosch once was a member and the museum 'Bouwloods' of the Saint Johns' Cathedral.

4. Timeframe

The preparation of the action is envisaged from February to July 2022. The primary execution of the actions will be from August 2022 to January 2023. The further finetuning will take some more time.

5. Costs

The costs of executing the action (preparation and realization) are estimated €350.000.

6. Indicative funding sources

The action will be funded by both private and public funding. Cofunding is secured and provided by the municipality from the allocated Heritage Department budget 2020-2023.

ACTION 3: Den Bosch summer and winter festival

1. Relevance to the project

The Den Bosch Summer Festival was a COVID-19 related Good Practice that we presented to the Local Flavours partners. We received very useful feedback from the partners. The positive reactions from the project partners (and of course the visitors that were thrilled that the city came alive after lockdown), made us realise that we should look into the possibility of continuing the festival, also after the COVID pandemic.

Encouraging feedback from the partners:

- Bringing the events *to* the inhabitants is an excellent idea. It not only prevents concentration of (too) many people in the city centre, it lowers the threshold for inhabitants to visit cultural events as well.
 - Giving access to normally prohibited private areas in the inner city, such as the private garden behind the Saint John's Cathedral, enhances the feeling of 'being welcome' for the inhabitants. It increases their bond with their hometown.
 - Tricky, but in the case of 's-Hertogenbosch it seems to turn out really well, is believing in the good manners of cultural and creative entrepreneurs. As time of preparation was really short, the Municipality had no other choice than skipping lots of paperwork regarding permits and responsibilities. The entrepreneurs really appreciated this token of confidence and there were no problems during the festival. For the Municipality a big step into changing the workflow of hosting a festival.
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2. Nature of the action

During the COVID19 pandemic we acted quickly and adequately to spread the visitors in time and space. This was done by temporarily providing extra outdoor terrace space at the edge of the city centre, by launching campaigns such as 'grab your moment' and 'samenzijnwijdenbosch' ('together we are den bosch'), and especially by organising 'Den Bosch Summer Festival' and 'Winter Festival'. The experience in spreading visitors has been so successful for all stakeholders that we want to continue them on a structural basis. We are aiming at strengthening the involvement of inhabitants in culture, as participants, as part of social encounters and as volunteers.

Actions to be taken are:

The event 'Bosch-summer 2022'

Encouraging pop-up initiatives in deprived areas or empty shops.

A campaign by entrepreneurs to encourage a visit at off peak times, for instance from Monday to Thursday instead of during the weekend.

Topics to be included in the improved policy document

Shared responsibilities for cultural events with inhabitants and sme's; focus on cultural offer for own inhabitants; adding cultural events in the "slow" tourist season.

Type of action

Project and structural management change.

3. Players / stakeholders involved

Partners are the new developed city marketing organization 'Den Bosch Partners' with participation of the retailers of the inner city, cultural and heritage organizations and real estate owners.

4. Timeframe

The preparation of the actions is envisaged from February to September 2022. The execution of the action from September 2022 to January 2023. However, our intention is that this festival will continue the coming years.

5. Costs

The costs for the envisaged actions, both in kind and out of pocket, are estimated at €300.000.

6. Indicative funding sources

The action will be funded by both private and public funding. In kind cofunding is secured and provided by the Municipality of 's-Hertogenbosch "Economy and services" programme.

7. Result Indicators

Name of the Indicator	Action 1	Action 2	Action 3
Number of visitors taking part in Augmented Reality guided tours, increase of 15% (comp.to 2019)	X		
Number of visitors of the Groot Tuighuis exhibition increase of 10% (comp.to 2019)		X	
Number of visitors taking part in the Den Bosch festival increase of 10% (comp.to 2019)			X
Number of visitors at newly developed locations in the inner city areas (Sporzone and Bosch Kwartier) increase of 10%	X	X	X
Score for satisfaction residential area inner city 7.5 (out of 10) or higher		X	X
Visitors valuation of the developed areas (both in scores as from reviews (Tripadvisor): good to excellent.	X	X	X

8. Risk Assessment

#	Risk Classification	Risk Description	Impact Severity (1-5)	Risk Probability (1-5)	Risk Score (Impact x Probability)	Contingency Plan	Responsible
1	External Risk	COVID19 lockdown	4	2	8	-	National Government
2	External Risk	Changes in the tourist behaviour (less international tourists)	2	2	4	Focus more on Dutch tourists.	Municipality + Den Bosch Partners
3	Project Execution Risk	Interruption in funding	5	1	5	Extra co-funding from Municipality budget	Municipality
4	Stakeholder Risk	Inability to integrate cooperation between stakeholders from different sectors	2	2	4	Co-management and shared responsibilities	Municipality + Den Bosch Partners
5	Regulatory Risk	Non-inclusion of the sustainable use of cultural heritage in tourism objectives in strategic documents	2	1	2	Long term Heritage policy plan (till 2029)	Heritage Department

9. Impacts

#	Name of the Action	Policy Instrument	Self-defined performance (result) indicator	Impact (on society and/or policy)
1	Spoorzone	City Marketing Plan 's-Hertogenbosch	Number of visitors taking part in Augmented Reality guided tours, increase of 15% (comp.to 2019)	Spreading visitors, increasing quality of life for the inhabitants of the historic city center.
2	Storytelling	City Marketing Plan 's-Hertogenbosch	Number of visitors of the Groot Tuighuis exhibition increase of 10% (comp.to 2019)	Sharing all layers of the town's history in a more personal way, enhancing the connection between the town and inhabitants.
3	Den Bosch festivals	City Marketing Plan 's-Hertogenbosch	Number of visitors taking part in the Den Bosch festival increase of 10% (comp.to 2019)	Strengthening involvement of inhabitants in cultural events and spreading visitors in time and space.

Date: 10 January 2022



Signature: Dieke Wesselingh, Head of Heritage Department 's-Hertogenbosch



Stamp of the organisation (if available):